

CURRICULUM VITAE

PERSONAL DATA

Name	Rodney Allen Hayward
Citizenship	United States of America

EDUCATION

	Norte Del Rio High School, Sacramento, California
06/1978	University of California–Berkeley, AB
06/1983	University of California–San Diego, MD
09/1986 – 06/1988	University of California–Los Angeles School of Public Health
1987-1988	RAND Corporation Health Services Research Postgraduate Seminars

POSTDOCTORAL TRAINING

06/1983 – 06/1984	Primary Care Internal Medicine Program Internship, University of California–Los Angeles Center for the Health Sciences
06/1984 – 06/1986	Primary Care Internal Medicine Program Residency, University of California–Los Angeles Center for the Health Sciences
06/1986 – 06/1988	Robert Wood Johnson Clinical Scholars Program Fellowship, University of California–Los Angeles Center for the Health Sciences

ACADEMIC APPOINTMENTS

07/1988 – 09/1990	Instructor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
07/1988 – 09/1990	Lecturer, Department of Health Services Management and Policy, School of Public Health, University of Michigan
09/1990 – 09/1994	Assistant Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
09/1990 – 09/1994	Assistant Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
09/1994 – 09/1999	Associate Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
09/1994 – 09/1999	Associate Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
09/1992 – 09/2004	Associate Division Chief, Division of General Medicine, Department of Internal Medicine, University of Michigan
01/1996 -	Director, VA Center for Practice Management and Outcomes Research, Ann Arbor VA Health Services Research and Development Field Program

09/1999 - Professor, Division of General Medicine, Department of Medicine, School of Medicine, University of Michigan
 09/1999 - Professor, Department of Health Management and Policy, School of Public Health, University of Michigan

GRANT SUPPORT

IIR 04-239-1 (Heisler/Piette)	4/1/2006-3/31/2010
Department of Veterans Affairs HSR&D	25% contributed
Telephone Peer Support for Insulin Management	\$217,390 (first yr)
Among VA Diabetes Patients. The major goals of this project are to evaluate an intervention using a low-cost interactive voice response exchange system to promote peer-to-peer communication among diabetes patients initiating or increasing insulin therapy under medical guidance. Dr. Heisler's effort for the first six months runs concurrently with her VA Career Development Award.	
Role: Co-Principal Investigator	
DK20572-21 (J.D. Howell)	11/1/2003 – 9/30/2015
Robert Wood Johnson Foundation	\$200,000
Clinical Scholars Program	20% (Co-PI)
972573 (W. Herman)	12/1/02 – 11/30/2007
MDRTC Measurement Core	\$202,792
NIDDK	15% (Core Director)
Director, VA Center for Practice Management & Outcomes Research (R. Hayward)	10/01/01 – 09/30/06
VA Ann Arbor Healthcare System	\$700,000 (FY 04)
	10% effort (Principal Investigator)
VA DIB 98-001 (E. Kerr)	10/1/2005 – 9/30/2007
Quality Enhancement Research Initiative - Diabetes Mellites (QUERI-DM)	\$300,000 (FY 2005)
	5% effort (Senior Scientific Advisor)
351118 (C. McLaughlin)	8/1/2003 - 7/31/2013
Robert Wood Johnson Foundation –	\$9,610
Scholars in Health Policy Research Program,	5% (Steering Committee & Core Faculty)
School of Public Health	
VA CSP #465 (R. Hayward – Economic Analysis Subcontract)	7/1/2000 – 6/30/2007
Glycemic Control and Complications in Diabetes Mellitus type 2	\$139,449
	2% effort (Principle Investigator of subcontract)
RCD 02-047 (M. Heisler)	1/1/2004 – 12/31/2006
VA HSR&D Career Development Award	\$202,792
	0% effort (Mentor)

N006389 (M. Heisler)

01/01/2005 – 12/31/2006

Strengthening Patient-Health Care Provider

\$125,606

Partnerships to Improve Diabetes Outcomes

1% effort (VA contributed)

Blue Cross/Blue Shield of Michigan Foundation

The major goal of this project is to understand the relationship between patients and their health care providers and how this impacts their diabetes care.

Role: Consultant

CERTIFICATION AND LICENSURE

Medical Licensure: California, 1984

Michigan, 1988

Board Certification: Internal Medicine, 1986

HONORS AND AWARDS

1974 California State Scholar

1976 Mary Phleger Memorial Award

1976 University of California Regent Scholar

1978 Phi Beta Kappa, University of California–Berkeley

1982 A. Baird Hastings Society, University of California–San Diego, Medical School

1986 Solomon Scholars Award for Outstanding Research by a Medical Resident,
University of California–Los Angeles Department of Medicine

1986 Robert Wood Johnson Clinical Scholar

1990, 1992 Award for Innovative Programs in Internal Medicine Education, Association of
Program Directors in Internal Medicine

1993 Special Recognition for Contributions to the House Staff Teaching Program,
University of Michigan, Department of Internal Medicine

1993-1994 H. Marvin Pollard Award for Outstanding Resident Teaching, University of
Michigan

1994 American College of Healthcare Executives' Special Commendation for research
article of exceptional merit.

1995 Outstanding Investigator Award, Midwest American Federation for Clinical
Research.

2000 Alpha Chapter Honorary Award, Alpha Omega Alpha Honor Medical Society

2005 Under Secretary's Award for Outstanding Achievement in Health Services

Research

2005 Deans Award for Achievement in Clinical Research, University of Michigan
Medical School

MEMBERSHIPS IN PROFESSIONAL SOCIETIES

1984-	American College of Physicians
1991-	Central Society for Clinical Research
1985-	Society of General Internal Medicine

TEACHING ACTIVITIES

1988-	Attending, General Medicine Clinic
1988-1993	Attending, General Medicine Consultation Service
1988-	Lecturer, Resident Conferences, Department of Internal Medicine
1988-	Attending, General Medicine Wards
1988-	Instructor/Facilitator, General Medicine Fellow's Seminar on Critical Assessment of the Medical Literature
1989-1991	Lecturer, Introduction to Clinical Sciences, Clinical Case Conferences, Medical School
1990	Instructor, Introduction to Health Services Research, MS-4 elective/independent study, Medical School
1990	The U.S. Health Care System: Crisis and Evolution, Grand Rounds, Department of Internal Medicine, 7/20/90
1991	Options for National Health Programs, Seventh Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, 2/7/91
1991	Issues in Health Care Organization and Financing, Medical Scientist Track Retreat, Medical School, Higgins Lake, MI, 8/10/91
1991-	Morning Report & Internal Report, Department of Internal Medicine, Medical School
1991-1996	Chief Medicine Rounds, Department of Internal Medicine, Medical School
1991-1995	Intern's Case Conference, Department of Internal Medicine, Medical School
1991-1996	Panelist, Inteflex Medical Student Seminar Series on Issues in Health Care, Medical School
1992	Health Care Reform, Department of Sociology Lecture Series
1992	Quality and Utilization Review: Are the Watchdogs Barking up the Wrong Tree? Grand Rounds, Department of Internal Medicine, 5/18/92
1992-1995	Medical Student Subinternship Morning Report, Department of Internal Medicine, Medical School
1992-1995	Lecturer, M1 Introduction to the Patient, Health Services Organization and Financing, Medical School
1993	Ambulatory Care of HIV-Infected Patients, Advances in Internal Medicine, Continuing Medical Education Program, 4/27/93

1993	Controversies in the Care of Type 2 Diabetes, Grand Rounds, Department of Internal Medicine, Medical School, 11/1/93.
1993-	Lecturer/Panelist, Medicine and Law, Law School
1993-1994	Facilitator, M1 Ethics Orientation, Medical School
1993-1996	Faculty, M3 Comprehensive Clinical Assessment, Medical School
1993-2000	Coordinator/Lecturer, M2 Curriculum of Critical Appraisal of the Medical Literature and Medical Decision Making, Medical School
1993-	Faculty, Health Management and Policy (HMP) Course 612, School of Public Health
1993-	Core Faculty and Associate Director, Robert Wood Johnson Clinical Scholars Program
1994-1996	Facilitator/Lecturer, M2 Introduction to the Patient, Quality Improvement and Health-Care Economics
1994-	Faculty, Component III Seminars in Medicine
1994-1996	Guest Lecturer, Hewlett Medicine Tuesday Morning Conferences, University of Michigan, Dept. of Medicine
1995-1998	Mentor, VA HSR&D Career Development Award, Awardee - Timothy Hofer, MD "Evaluating Indicators of Quality and Efficiency of Health Care "
1995-1997	Mentor, Picker-Commonwealth Scholars Program, Awardee-Susan Goold, MD "Valid Consent in Managed Care "
1996-1996	Facilitator, Hewlett Medicine Teaching Rounds, Department of Medicine
1996	Hypoglycemic Therapy for Diabetes: Costs, Effectiveness & Policy, Grand Rounds, Department of Medicine
1998-2004	Mentor, VA HSR&D Career Development Award, Awardee - Eve Kerr, MD, "Influence of Managed Care Strategies on Quality of Care".
2004-	Mentor, VA HSR&D Career Development Award, Awardee – Michele Heisler, MD, "Understanding and Strengthening Patient-Health Care Provider Partnerships to Enhance Patients' Chronic Disease Management".
2003-2005	Mentor, NIH K12 Award, Awardee - Brahmajee Nallamothu, MD, "Optimizing the Use of Coronary Revascularization in High-Risk Patients" (David Schteingart, PI)
2001-2006	Mentor, K23 Career Development Award, Awardee – Philip Scohenfeld, MD, "Colon Polyp Screening with Colonoscopy in Women"

Senior Resident Research Projects Supervised

1988-1989	Noe Mateo, "The Utility of Laboratory Tests in the Diagnosis and Management of Bacterial Meningitis"
1989-1990	Kaveh Safavi, "Factors Affecting Physician Choices of Commonly Prescribed Drugs in a University Hospital"

1989-1990	Kenath Shamir, "Cardiac Catheterization and Vascular Access Complications" (with Eric Topol, David Muller, Brent Williams)
1989-1990	David White, "Syncope: An Overview and the Utility of Carotid Doppler"
1989-1990	Keith Wilkinson, "Elderly Delirium and Lumbar Punctures: What's the Point?"
1990-1991	Ilyas Iliya, "Hospital-Acquired Renal Insufficiency"
1990-1991	Anne Meneghetti, "Send it for Everything: The U of M Approach to Spinal Fluid" (with Robert Fekety)
1990-1991	Fred Taweel, "Residency Training in the Department of Medicine at U of M: A Survey"
1991-1992	Sean Kesterson, "University of Michigan Respiratory Therapist Survey" (with Susan Blitz)
1992-1993	D. Doug Schram, "Acute Renal Failure at U of M Hospital" Robert Holmes, "Management of Serum Potassium"
1993-1994	Eddward Post, "Inpatient Mortality Rates and Quality of Care"
1995-1996	Nick Sartor "Physician's Choices of Hypertensive Agents"
1996-1997	Michelle Azimov "Implementation of Sinusitis Guidelines" Erica Hwang "Colonoscopy as a Screening Test"
1997-1998	Thomas Stinchcomb "Why are some type 2 diabetics in such poor control?"
1998-1999	Matthew Goetz "Glycemic control in type 2 diabetes"
1999-2000	Veda Giri "Causes of Suboptimal timing of retinal photocoagulation" Michelle Heisler "Do sicker Medicaid HMO patients select primary care providers at an academic referral center?"
2000-2001	Ankush Chhabra, "Classifying Hospital Errors"
2001-2002	Adam Tremblay, "Reporting of Subgroup Analyses in Clinical Trials" Jessica Schill, "Osteoporosis Screening and Treatment"
2004-2005	Robert Chang, "The Epidimological Evidence for LDL-Lowering below 120mg/dl"
2006-2007	Donna Zulman, "Rose Revisted"

EXTRAMURAL INVITED PRESENTATIONS

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research Western Section Meeting, Carmel, California, February 1986.

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research National Meeting, Washington, DC, May 1986.

Who Gets Preventive Care? Results from a New National Survey, Society of General Internal Medicine National Meeting, San Diego, California, May 1987.

Who Gets Preventive Care? Results from a New National Survey, Robert Wood Johnson Clinical Scholars Program National Meeting, Scottsdale, Arizona, October 1987.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Society of General Internal Medicine National Meeting, Washington, DC, April 1988.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Robert Wood Johnson Clinical Scholars Program National Meeting, Miami Lakes, Florida, October 1988.

Presenting Regression Analysis Results. Midwestern Society of General Internal Medicine Meeting, November 12, 1988.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? American Federation for Clinical Research National Meeting, Washington, DC, April 1989.

Program Directors' Attitudes Towards Residents' Care of Patients with Acquired Immunodeficiency Syndrome, Society of General Internal Medicine National Meeting, Washington, DC, April 1989.

The Need for Better Measures of Access to Care, American Public Health Association 117th Annual Meeting, Chicago, Illinois, October 22, 1989.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? Robert Wood Johnson Clinical Scholars Program National Meeting, Fort Lauderdale, Florida, November 8, 1989.

Using a Hospital Information System to Monitor and Improve Quality of Care, National Health Policy Forum/John A. Hartford Foundation Workshop on Developing and Improving Health and HMO Quality, Washington, DC, November 15, 1989.

U.S. Residents' Experiences in the Care of AIDS Patients, Association of Program Directors in Internal Medicine Annual Spring Meeting, Chicago, Illinois, April 25, 1990.

Residents' Perspectives on Their Training in the Care of AIDS Patients, Society of General Internal Medicine 13th Annual Meeting, Arlington, Virginia, May 3, 1990.

Problems and Solutions in Survey Research. Society of General Internal Medicine 13th Annual Meeting, Arlington, VA, May 4, 1990.

Residents' Experiences In and Perceptions of the Care of AIDS Patients in the United States, American Federation for Clinical Research National Meeting, Washington, DC, May 6, 1990.

The U.S. Health Care System: Crisis and Evolution. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI, July 20, 1990.

Options for National Health Programs. The 7th Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, February 7, 1991.

Choosing Between Apples and Apples: Physicians' Choices of Similar Prescription Drugs, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 1, 1991.

Resident Physicians' Views of the Risk of Contracting AIDS, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 2, 1991.

Do Attending and Resident Physician Practice Styles Explain Variations in Resource Use for General Medicine Inpatients at a University Teaching Hospital? The Joint Session of the Society of General Internal Medicine 14th Annual Meeting and the American Federation for Clinical Research Annual Meeting, Seattle, Washington, May 3, 1991.

Issues in Health Care Organization and Financing. Medical Scientist Track Retreat, University of Michigan Medical School, Higgins Lake, MI., 8/10/91.

The US Health Care System: Current Problems and Future Directions. American Medical Student Association Regional Convention, Ann Arbor, MI. October 9, 1991.

Data and the Internal Medicine House Officer: Evaluating a Residency Program's Research Requirement, Association of Program Directors in Internal Medicine 15th Annual Spring Meeting, San Diego, California, March 24, 1992.

The Health Care Climate in Michigan, Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 25, 1992.

Survey Research. Society of General Internal Medicine 15th Annual Meeting, Washington, DC, April 29, 1992.

Implicit Quality Review of General Medicine Inpatients: Peering at Peer Review, Society of General Internal Medicine 15th Annual Meeting, Washington, DC, May 1, 1992.

An Evaluation of Generic Screens for Poor Quality Care on a General Medicine Ward, American Federation for Clinical Research Annual Meeting, Baltimore, Maryland, May 2, 1992.

Quality and Utilization Review: Are the Watchdogs Barking Up the Wrong Tree? Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI., 5/18/92.

Health Care Reform. Department of Sociology Lecture Series, University of Michigan, Ann Arbor, MI., 12/4/92.

Evaluation and Early Intervention with the HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, Michigan, January 21, 1993.

Ambulatory Care of HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, MI 1/21/93.

Controversies in the Care of Type II Diabetes. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann arbor, MI, November 1, 1993.

Mortality Rates and Quality of Care, Robert Wood Johnson Clinical Scholars Program Annual Meeting, Fort Lauderdale, Florida, November 11, 1993.

Monitoring Hospital Quality, Blue Cross & Blue Shield Health Planning Group, Detroit, Michigan, January 13, 1994.

Quality Assessment: Who Is Doing It and How? Society of Hospital Epidemiology of America Meeting, New Orleans, Louisiana, March 20, 1994.

A Review of Quality and Utilization Review. Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 16, 1994.

Developing and Administering Surveys. Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 28, 1994.

Resource Use for the Care of Diabetes in a Staff Model HMO: How Much do Individual Physician's Practice Patterns Vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 29, 1994.

Residents' evaluations of clinic attendings – What can be distinguished, and how much information is enough? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Resource use for the care of diabetes in a staff model HMO: How much do individual physicians' practice patterns vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Can mortality rates accurately identify poor quality hospitals? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Do resident selection committees recognize the most important applicant attributes? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Update on Survey Research Methodology, Special Presentation, Robert Wood Johnson Foundation Clinical Scholars Program National Meeting, Fort Lauderdale, FL, November 11, 1994.

Measuring and Improving Quality, Physician Management Institute, University of Michigan Medical School, Ann Arbor, MI., May 5. 1995.

Economic Analyses in the Care of Diabetes, Conference on the Care and Management of Diabetes, San Francisco, CA., July 20, 1995

Design and Conduct of Observational Outcomes Projects, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 21, 1995.

Difficulties and Limitations of PORT Research, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 22, 1995

Laboratory Testing and Quality, Medical State Medical Society Scientific Meeting, Lansing, Michigan, November 3, 1995.

Costs and Effectiveness of Insulin Therapy, VA Health Services Research & Development National Meeting, Washington, D.C. (Also presented at the Society of General Internal Medicine National Meeting in Washington, D.C., May 2, 1996)

The benefits of glycemic control in type II diabetes: a decision analysis. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

The costs and effectiveness of insulin therapy: results from the type II diabetes port. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Developing a reliable global measure of faculty teaching performance. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Physician Profiling - Uses & Abuses. Presented at the Blue Cross/Blue Shield Conference on "Physicians in Managed Care: New Skills and Values", Southfield, MI, April 26, 1997.

What every physician should know about physician report cards. Presented at the Catherine McCauley Research Day, Keynote Address. Ann Arbor, MI, April 30, 1997.

Outcomes Research, Visiting Professor, Case Western Reserve and the Cleveland VAMC, Department of Medicine, 1997.

Retinopathy screening in type 2 Diabetes: Are current recommendations justifiable, National Robert Wood Johnson Clinical Scholars Meeting, Ft. Lauderdale, Florida, November 1997.

Costs and Quality of Diabetes Care, Berlin University Diabetes Conference, Berlin, Germany, January 1998.

Resource use for the care of diabetes: The economic impact of physician practice variations in three practice settings, VA Health Services Research & Development Annual Meeting, Washington, D.C., February 1998 and Society of General Internal Medicine 21st Annual Meeting, Chicago, Illinois, April 1998.

Physician profiling for surgical procedures: policy and pitfalls, Michigan Vascular Surgery Meeting, Novi, Michigan, April 1998.

Diabetes Outcomes Research, Guest Speaker at the “State-of-the-Art Symposium” at the 34th European Association for the Study of Diabetes (EASD) Annual Meeting, Barcelona, Spain, September 1998.

Use of Models to Make Healthcare Policy Decisions: Treatment of Elderly Persons with Diabetes, Special Session, 59th Scientific Sessions, American Diabetes Association Meeting, San Diego, CA, June 22, 1999

2000 Ann Arbor Chamber of Commerce Leadership Health Day, “Improving Quality in the Next Century”, January 12, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “Innovative Approaches to Managing Diabetes Care”, April 15, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “What’s New in Evidence-Based Office Practice: An Update from the Society of General Internal Medicine”, April 14, 2000.

2nd Annual National VA Diabetes Symposium, Alexandria, VA, “Overview of Effectiveness and Priorities in Diabetic Care”, May 18, 2000.

Association for Health Services Research Annual Meeting, Los Angeles, CA, Department of Veterans Affairs: Research Agenda – The Quality Enhancement Research Initiative: Systematizing Into Action, June 25, 2000.

Visiting Faculty/Lecturer, Quality of Care Grand Rounds, University of California – San Francisco Medical School; “Cascade Iatrogenesis”; November 17, 2000.

VA Health Services Research Career Development Award Annual Meeting, Guest Speaker, “Choosing a Research Focus”, Washington, D.C., February 14, 2001.

Department of Veterans Affairs VISN 18 Research Forum, Guest Speaker, “Incorporating Health Economics and Quality in Health Services Research,” Tucson, AZ, October 26, 2001.

"Patient Safety: The nature of the problem and promising approaches for improvement". Medical Error Educational Symposium, Barnes-Jewish Medical Center. Washington University, St. Louis, MO, November 3, 2001.

Department of Veterans Affairs QMIC Meeting, National Satellite Broadcast presentation on Preventable Medical Errors, November 15, 2001.

Invited Speaker (Consultant), Diabetes Symposium, "Benefit of antihyperglycaemic therapy to prevent microangiopathy – the importance to define specific therapeutic goals", European Diabetes Association, Frankfurt, Germany, January 26, 2002.

Visiting Professor/Medical Grand Rounds, "Improving quality of care for chronic illness: science, policy and politics", Dartmouth Hitchcock Medical Center, Lebanon, NH, March 15, 2002.

Medical Grand Rounds, "How Dangerous Is US Medicine? Errors, Patient Safety, and Opportunities for Quality Improvement", St. John Hospital and Medical Center, Detroit, MI, May 21, 2002.

Visiting Professor/Grand Rounds, "Improving Diabetes Care", University of Miami Medical Center, Miami, FL, May 23, 2002.

State-of-the-Evidence Symposium, "Evidence-Based Quality Improvement" 62nd Scientific Session. National American Diabetes Association Meeting, San Francisco, CA, June 17, 2002.

Visiting Professor & Medical Grand Rounds, 8th Frank De Trana, M.D., Memorial Lecture, "How Dangerous is American Medicine? The Evidence & Politics of 'Patient Safety'", University of Illinois, Chicago, IL, October 10, 2002

Invited Speaker, "Evidence-Based Quality Improvement", Institute for Clinical Systems Improvement, Minneapolis, MN, December 19, 2002.

Medical Grand Rounds, "A New Paradigm for Using Clinical Trial Results to Inform Clinical Practice", University of Michigan, January 10, 2003.

Greater Detroit Area Health Council 5th Annual Health Trends Conference, "An Evidence-Based Approach to Measuring & Improving Health Care Quality and Efficiency", Novi, Michigan, January 24, 2003.

Visiting Professor/Keynote Speaker, University of Iowa, Medical School Research Week, "An Evidence-Based Approach to Monitoring & Improving Health Care Quality & Efficiency" Iowa City, Iowa, April 3-4, 2003.

Invited Speaker, HAP/Pfizer Fall Physician's Conference, "An Evidence-Based Approach to Improving Health Care Quality and Efficiency", Beverly Hills, MI, November 6, 2003.

Visiting Professor/Grand Rounds Speaker, University of Pittsburgh, Department of Medicine, "Improving Care for Diabetes: Epidemiological Insights & Clinical Priorities" Pittsburgh, PA, March 25-26, 2004.

Invited Speaker, Houston HSR&D Center of Excellence, "Improving Care of Chronic Medical Conditions: Measurement & Management", Houston, TX, May 20, 2004.

Grand Rounds Speaker, Vanderbilt University, Department of Medicine, "An Evidence-Based Approach to Improving Patient Outcomes: An Example", Nashville, TN, August 5, 2004.

Invited Speaker, First Annual Pathology Quality and Patient Safety Meeting, University of Pennsylvania Medical Center, "Improving Care for Diabetes: Epidemiological Insights and Clinical Priorities", Pittsburgh, PA, October 9, 2004.

Invited Speaker, Leadership Board Retreat, Lakeland Regional Health System, "The Dangers of Quality Improvement", St. Joseph, MI, October 17, 2004.

Invited Speaker, VA Cyber Seminar, "Quasi-Experimental Designs for Studying QI Interventions: Strengths & Pitfalls", Ann Arbor, MI, March 11, 2005.

Invited Speaker, VA National Research Week, Department of Veterans Affairs, "Quality Improvement via Quality Measurement", Washington, D.C., March 31, 2005.

Invited Speaker, 28th Annual CDC/DDT Conference 2005, "Translating Research Into Action (TRIAD)", Miami, FL, May 3, 2005.

Invited Speaker, VA Central Office Chief Medical Officer's Meeting (Joint Session with Chief Medical Officers and Quality management Officers), "Quality Improvement via Quality Measurement", Washington, D.C., June 15, 2005.

Grand Rounds Speaker, University of Michigan, Department of Internal Medicine, "A1c <7%, SBP <130, LDL <70: Extreme Recommendations Based on Extremely Bad Science", Ann Arbor, MI, July 1, 2005.

Grand Rounds Speaker, University of Michigan, Department of Cardiology, "LDL <70, A1c <7, BP <130/80: Interpreting & Misinterpreting the Evidence for Treatment Goals", Ann Arbor, MI, August 8, 2005.

Grand Rounds Speaker, West Los Angeles VA Medical Center, Department of Medicine, "Simply Wrong! Systematically Misinterpreting Clinical Trial Results", Los Angeles, CA, September 21, 2005.

Visiting Professor, Duke Clinical Research Institute, "Risk-stratified Analyses of RCT's", Durham, North Carolina, June 6, 2006.

Visiting Professor, LDI Leonard Davis Institute of Health Economics Research Seminar Series, University of Pennsylvania School of Medicine and the Wharton School, “Epidemiological Malpractice”. Philadelphia, Pennsylvania, September 8, 2006.

Invited Speaker, Quality Summit, Society of General Internal Medicine, “Measuring Optimal Care”, Boston, Massachusetts, September 29, 2006.

Visiting Professor, Society of Medical Decision Making Meeting Short Course, “Treatment Heterogeneity”, Cambridge, Massachusetts, October 15, 2006.

Invited Speaker, Center for Chronic Disease Outcomes Research Conference Presentation, “3 Ways to Improve the Reporting of Clinical Trials: Multivariable Stratification, Valid Cohort Analyses & Adjusted ITT”, Minneapolis, MN October 26, 2006.

Invited Speaker, VISN 23rd Annual Quality Conference, “Evidence-based Performance Measurement & Quality Improvement”, October 27, 2006.

COMMITTEE AND ADMINISTRATIVE SERVICES

1991-1993	Society of General Internal Medicine Midwest Regional Council
1992-1996	Data Monitoring Board for Cooperative Study in Health Services, Department of Veterans Affairs
1992-1994	Office of Technology Assessment Advisory Panel on the Use of Medical Technology and Defensive Medicine, U.S. Congress
1994	Planning Committee for CSCR/MSPR/SGIM/AFRCR Regional Meeting
1988-1989	Advances in Internal Medicine Planning Committee, Department of Internal Medicine
1988-1989	Integrated Inpatient Management Model Operational Quality Review Committee, University Hospitals
1989-1991	Dissertation Committee, David Chinsky, PhD candidate, School of Public Health
1990-	General Medicine Faculty Recruitment Committee; Affirmative Action Representative
1990-1992	Peer-Reviewer, Office of the Vice President for Research, Discretionary Funds Program
1991-1995	Clinical Quality Improvement Lead Team, University Hospitals
1991-1993	Dissertation Committee, Richard Homan, PhD candidate, School of Public Health
1992-	Co-director, NIH/AHCPR Fellowship Program in Health Services Research, Department of Internal Medicine
1992-1993	Task Force to provide recommendations to Curriculum Committee about undergraduate education in critical appraisal of the medical literature and clinical decision making, Medical School
1993-	Robert Wood Johnson Foundation Clinical Scholars Program Selection Committee, Department of Internal Medicine, Medical School
1994-1997	Member, Intern Selection Committee, Department of Internal Medicine, Medical School
1994-1997	Member, Research Advisory Panel, Department of Internal Medicine, Medical School

1994	Member, East Medical Campus Research Task Force
1994	Consultant, East Medical Campus Functional and Space Programming
1994-1996	Member, Utilization Management Steering Committee, University Hospitals
1995-1996	Member, Advisory Committee for the M-CARE Lifelong Program.
1995-1997	President, Midwest Society of General Internal Medicine.
1998	Committee on the Future of Health Services Research at the University of Michigan Medical School
1998	Internal Review Committee, Department of Internal Medicine.
1998-	Chair, Quality Enhancement Diabetes Initiative, Department of Veterans Affairs.
1998	Committee on Preferred Organization of VHA Field Research Administration.
1998-2000	Planning and Executive Committee, VA Cooperative Study on "Glycemic Control and Complications in DM Type 2".
1999-2003	Performance Evaluation Committee, Department of Internal Medicine, University of Michigan
2001-	Study Section, VA Research Enhancement Award Program (REAP)
2001-	Study Section, VA Center of Excellence Awards
2001-	Promotions Advisory Committee, Department of Internal Medicine, University of Michigan
2002-	Technical Expert Panel, National Diabetes Alliance
2004	Search Committee for a new National Director of VA Health Services Research and Development (HSR&D)
2005-	Under Secretary's Award Selection Committee
2005	Expert Consultant, IOM Subcommittee on Pay-for-Performance
2006-	VA National HSR&D Data Monitoring Committee, VA HSR&D Central Office
2006-	SGIM Representative, Ambulatory Quality Alliance
2006	Expert Consultant, Medicare Coverage Advisory Committee on Glucose Monitoring, CMS

COMMUNITY SERVICE

1985-1988	Volunteer Physician, Venice Family Clinic, Santa Monica, California
1989-1991	Volunteer, Ann Arbor Shelter Program, Ann Arbor, Michigan
1992-2005	Volunteer Physician, Shelter Association of Ann Arbor Health Clinic, Ann Arbor, Michigan
2006-	Volunteer Physician, Hope Clinic, Ypsilanti, Michigan

EDITORIAL REVIEW

1988-	Journal of the American Medical Association
1988-	Journal of General Internal Medicine
1988-	Medical Care
1990-	Annals of Internal Medicine
1996-	New England Journal of Medicine
2000-	Health Services Research
1992-1995	Agency for Health Care Policy and Research (AHCPR), review of small grants and PhD dissertation grants, site visitor
2001-2002	Member of VA HSR&D Letter of Intent (LOI) Review Committee

2001- Study Section, VA HSRD Center Grant Review Committee
2001- Study Section, VA Research Enhancement Award Program (REAP)

BIBLIOGRAPHY

Peer-Reviewed Publications

1. Hayward RA, Shapiro MF, Oye RK. Laboratory testing on cerebrospinal fluid: A reappraisal. *The Lancet* 1987; i:1-4.
2. Hayward RA, Shapiro MF, Freeman HE, Corey CR. Who gets screened for cervical and breast cancer? Results from a new national survey. *Arch Intern Med* 1988; 148:1177-1181.
3. Hayward RA, Shapiro MF, Freeman HE, Corey CR. Inequities in health services among insured Americans: Do working-age adults have less access than the elderly? *N Engl J Med* 1988; 318:1507-1512.
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Under review

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4. Keeton K, Hayward RA. Pregnancy intention and birth outcomes: does the relationship differ by age or race?
5. McMahon LF, Hofer TP, Hayward RA. Physician-level P4P – DOA? Can quality-based payment be resuscitated?

6. Keeton K, Fenner DE, Hayward RA. Predictors of physician career satisfaction, work-life balance and burnout.
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